



# ESCLM's Job Development Network: Connecting London's Employers and Job Seekers

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## A Prosperity Plan Proposal for London

Carol Stewart

11/15/2012



## **ESCLM's Job Development Network: Connecting London's Employers and Job Seekers**

### **1) Background**

Employment Sector Council London-Middlesex (ESCLM) is a unique and innovative network of over 45 organizations serving more than 80,000 clients and thousands of employers yearly in the City of London region. Our members include non-profit and public employment service delivery, training, education, and economic development organizations, and representatives from all three levels of government (see ESCLM Members List, Appendix A).

For 2 decades, ESCLM has provided a workforce planning and service delivery system which enhances economic prosperity for London, its residents and employers. The City benefits from our network's coordinated and collaborative approach to employment and training sector planning, which has resulted in a seamless, 'no-wrong-door' system of employment and skills training services for reduced duplication and speedy access to services by job seekers and employers. We provide necessary skills training and employment supports to get people back to work. We establish and strengthen economic and employment linkages and our member agencies represent over 40 points of access to employer and job seeker services and opportunities.

ESCLM and its members have developed, supported, and voluntarily adhered to the only state-of-the-art quality assurance standards for excellence in employment service delivery in Canada. Our sector uses these OneClient standards to ensure optimal service and planning, ensuring that employers gain access to a high quality field of the best candidates.

The London region has also benefited significantly from ESCLM's Rapid Response Protocol, a one-of-a-kind sector wide strategy for responding to the layoffs and company closures occurring in our region. ESCLM is a central point of assistance, responding quickly to provide labour adjustment services in the case of over 20 area lay-offs or plant closures, including the Ford-Talbotville Plant and Electro-Motive Diesel.

### **2) Business Case and Objectives**

ESCLM has recently designed a key London area resource for connecting employers and jobseekers. The ESCLM's Job Development Network (JDN) is a team of employment agency professionals from across the sector who work directly with employers to find them the best job seekers to meet their hiring needs (see JDN Members List, Appendix B).

The Job Developers Network offers employers a seamless and direct link to well-prepared and qualified job candidates through the provision of a wide array of free and professional supports, including:

- Hiring and Training Incentives
- Job Placement and Matching
- Recruitment, Pre-screening and Selection of Candidates
- Apprenticeship
- Labour Diversification
- Access to Government Employment Programs
- Post-Employment Supports

While still in its early stages, our JDN is already nationally recognized as an efficient and effective employer engagement model for the provision and support of highly qualified workers.

#### **a) Funding Request**

**ESCLM is requesting \$101,883 in funding support from the City of London to hire an Employment Marketing Advisor, JDN marketing initiatives, and overhead expenses for 2 years, 2013-2014, to officially establish Job Developers Network as a key London resource for connecting area employers with JDN's pool of local talent.**

With a small injection of funding support for a staff person (see Proposed Budget, Section 2f, below), London's JDN will have the capacity to better match people to jobs, according to specific employer and job seeker circumstances, by creating a single point of access for employer services.

The Employment Marketing Advisor will:

- Actively liaise with and provide on-going customer service to the London area employer community and ESCLM Job Developers to identify, screen and market candidates for open job orders and placement opportunities
- Engage and educate employers in utilizing the tools and resources available to support them in hiring local talent.

#### **b) Leveraging Investments**

The Job Developers Network builds on ESCLM's 20 years of expertise and experience, and the tools, resources, and process for optimal client service, intra-network collaboration, and inter-sectoral coordination we have built will directly support the City of London's efforts in growing economic prosperity through workforce development and partnerships. ESCLM's members bring decades of expertise and high reputation for excellence in service delivery to this initiative. Significantly, our ESCLM member agency management and, particularly, their staff have contributed thousands of volunteer hours in-kind as participants on ESCLM Committees, Professional Development, Special Events, and as ESCLM representatives on dozens of community and regional initiatives and partnerships. The ESCLM Steering Committee comprises influential and experienced representatives from our members and government partners.

Critically, a strengthened funding partnership with the JDN will enable the City of London to continue leveraging the significant investments already made by all levels of government for the purpose of assisting London job seekers and employers. ESCLM Members are funded by all levels of government to provide an array of employment, settlement, education, and literacy services, for all manner of job seekers and employers. These resources are leveraged by the Job Developers Network and requiring no additional investment by the City:

- Employer hiring incentives
- Funds for on-the-job training
- Ontario Works Job-Specific Skills Training and Job Placement
- Employment Ontario funded training, literacy, and apprenticeship programs
- Up to \$28,000 per laid-off worker seeker for Ontario Second Career training and education

ESCLM leverages these investments in a coordinated approach to represent the needs of our entire community. In turn, the City of London benefits from our access our actual and potential avenues and networks for communication and planning between sector and community partners, frontline staff and jobseekers, and our extensive network of employer partners for building our community's workforce.

### **c) Economic Spinoffs and Outcomes**

ESCLM maintains that any Job Creation efforts by the City must be accompanied by the development of a well-prepared workforce to meet these opportunities. Further, employers are increasingly seeking particular skills and talents in their human resources and many have difficulty accessing the local talent pool.

**In short, City support for the Job Developers network will ensure more job seekers are matched with employers and jobs. More specifically, these connections are facilitated and negotiated by Job Developers to ensure the best possible fit between employer and worker.**

Our network serves a diverse clientele, including youth, older workers, people with disabilities, newcomers and immigrants, First Nations, rural populations, and the general population, whose talents and skills are key, yet often under-utilized labour market resources for our community. Employers can be confident that the JDN will connect them with this pool of pre-qualified individuals, thereby easing the relationship between labour market supply and demand.

**A strengthened Job Developers Network, supported by a staff person, will provide the London employer community with information about and access to the wide range of employer services and supports in our community, many of which are not currently being accessed by the wider business community.** The JDN seeks to make employer hiring decisions and processes easier and more streamlined. The economic benefits of facilitating an encouraging climate for hiring local talent are significant. As one small example, the new HireOneLondon.ca website registers a significant of employers who have hired with the assistance of JDN members, and promotes the JDN as a key community resource for employers seeking to hire.

JDN members work with hundreds of employers and thousands of job seekers each year. Funding an Employment Marketing Advisor for the JDN will ensure consistent employer service delivery and greater awareness by employer/business community of the availability of excellent non-profit service providers and access to a pool of qualified candidates, leading to greater uptake of employment supports and elevating those in our community who face the barriers to full achievement of their employment potential.

The City of London and its partners will benefit through further development of inter-agency protocols and methods for sector-wide service planning. Taxpayers receive greater assurance that scarce dollars are being used to achieve optimum outcomes for the business community and area job seekers.

#### **d) Investment Risk**

Expanded funding will allow ESCLM to continue to provide current levels of supports and most importantly, to respond to additional requests for its assistance such as intervening between employers and job seekers. Investment risk is mitigated by enhanced participation by ESCLM management, volunteers, and Steering Committee members in all sector and community initiatives.

As a small, single staffed organization, ESCLM manages to provide significant value to its membership and the City of London. Reductions in funding combined with additional requests for ESCLM's assistance reduces our capacity to respond as effectively to community needs. As such, risks are associated with lack of municipal investment including:

- Reduced promotion of available hiring supports and incentives available to area employers
- Reduced effectiveness of a critical intermediary between labour force demand and supply
- Loss of services provided to London and reduced impact of Ontario's only employment sector council
- Reduction of community' self-designed and reputable employment service standards
- Loss of employment services for company layoffs

We have always set the bar high and as we work with the City on current and new innovations, the work of our staff and colleagues will continue to demonstrate our adherence to highest quality standards in excellence in service delivery.

#### **e) Targets**

ESCLM anticipates its Job Developers Network will move a significant number of Londoners into employment. Our marketing efforts with respect to educating employers about the under-utilized services available through our network will have a wide reach, leveraging our existing employer network. A key objective is to engage hundreds of new employers and to be able to successfully serve increasing numbers of London businesses for 2013 and 2014.

<b>Job Development Network Performance Measures/Milestone Targets</b>	<b>2013</b>	<b>2014</b>
Londoners Employed via JDN	1,000	1,200
Employer Information Packages distributed re: JDN Employer Services	2,000	2,500
New London Employers served by JDN	200	300
New Employers Registered on HireOneLondon.ca via JDN	1,000	1,000

#### **f) Building a Strong Economy**

Like ESCLM, the City of London seeks to enhance existing partnerships and to build on the good workforce development initiatives and planning efforts already taking place in our City.

The City of London's support for networks such as ESCLM has helped to position this community as a forward-looking, collaborative, welcoming community. As a result of 20 years of developing key partnerships and a consistent commitment to our high quality principles and standards for optimal service delivery, ESCLM is well-situated to provide state-of-the-art innovations and resources for ensuring cohesion between all labour market supply and demand stakeholders.

Despite the many economic challenges facing the London region, we are emerging as a robust and innovative community. The work of the Employment Sector Council London-Middlesex and its 40+ members has already demonstrated significant success at facilitating getting people back to work. In a recent review of the work of this sector compared to other communities, London is leading the way in connecting people to employment opportunities. Our success lies in our collaborative approach to service delivery. We are considered by many to be one of the best, if not the top, model of optimal community-level employment service delivery in the province and country.

With the City's support, ESCLM and our new Job Development Network will contribute to London's Economic Prosperity through:

- Connecting our region's employer demands and our workforce supply
- Providing Human Resource supports and services, such as employee recruitment and selection, for small, medium and large enterprises
- Identifying and addressing the systemic barriers faced by both job seekers and employers seeking the best hires
- Supporting workers and companies experiencing layoffs and closures through targeted resources and services
- Providing necessary skills and training for under- and un-employed Londoners and getting them back to work
- Strong regional cooperation with Middlesex, Elgin, Oxford and Sarnia-Lambton Counties
- Participating in London Economic Development Corporation and the Workforce Planning and Development Board initiatives
- Supporting new employers and those seeking to expand their workforce
- State of the art standards for excellence in employment and employer services
- Planning for and responding to labour force changes

**g) Proposed Budget**

<b>Expenses</b>	<b>2013</b>	<b>2014</b>	<b>Total</b>
<b>Total Full Salaries and Benefits:</b>	<b>40,807</b>	<b>42,176</b>	<b>82,983</b>
Employment Marketing Advisor (Part-time 60%)	19,647	27,278	46,925
Initial 3 Month Probation	7,096	N/A	7,096
ESCLM Project Manager (15%)	7,618	7,770	15,388
Benefits and Mandatory Employment Related Costs (MERCs) (see budget notes)	6,466	7,128	13,594
<b>Total Overhead Expenses:</b>	<b>9,385</b>	<b>9,515</b>	<b>18,900</b>
Advertising and Promotional (Employer Service Information and Referral Tools and Printed Materials)	4,000	4,080	8,080
Materials and Supplies	500	510	1,010
Internet and Technology	745	760	1,505
Professional Development	350	350	700
Photocopying & Postage	640	653	1,293
Rent (\$13/sq ft)	1,300	1,326	2,626
Meeting Room Rental	1,300	1,326	2,626
Telephone	150	102	252
Travel and Accommodation (\$.52/km)	400	408	808
<b>Total Budget</b>	<b>50,192</b>	<b>51,691</b>	<b>101,883</b>

**\*Budget Notes:**

Salaries and Benefits

- Salaries include 100% of the cost of the Employment Marketing Advisor position and 15% of the ESCLM Project Coordinator.
- Employment Marketing Advisor position is Part-Time, 21 hours per week
- Salaries include per 2% increase to Salary Ranges each year as per Pay Equity payments.
- The Mandatory Employment Related Costs (MERCs) are based on 2012 rates.
- In addition to mandatory employment-related benefits, the Administrative Sponsor (WIL Employment Connections) carries third-party insurance coverage including Life Insurance; Long-Term disability; Extended Health Care/80%; Drug Card/Employee pays dispensing fee; Dental Plan/80%; Visioncare; and Registered Pension Plan/Employee contributes 3% of annual salary and WIL contributes 4%. WSIB is \$0.34 per \$100 of payroll.

Overhead Expenses

- Expenses are based on actual ESCLM 2012-2013 costs
- Expenses include 2% increase per year
- Rent assessed at \$13/sq ft.
- Travel and Accommodation expenses assessed at \$0.52/km

### 3) Managerial Due Diligence

#### a) ESCLM Organization

The ESCLM Steering Committee, elected by its membership, is responsible for collaboratively engaging community members involved in the employment and training sector in London and Middlesex County to improve their capacity for dealing with human resource planning and implement labour force adjustments accordingly (see Steering Committee Membership List, Appendix C).

Membership of the Steering Committee comprises management from our non-profit member agencies, and *ex officio* members representing our funders from three levels of government. Its activities are focused on strategically building organizational and sector capacity through effective communication and information sharing, community development and sectoral planning, for the purpose of providing relevant and responsive programs and services that meet the needs of job seekers in our community. It is through this collaborative and integrated approach that that we are able to build the capacity of the community in which we serve. The Steering Committee is supported by Project Leader, Carol Stewart.

#### b) ESCLM Projects and Partnerships

ESCLM has delivered numerous innovative systems and products and successful projects to our funding partners and members. Pro-actively we have designed, developed and implemented strategies to respond to and address human resource issues affecting our sector. Examples of ESCLM initiatives which are monitored and evaluated for outputs, outcomes, and results include: the design of and adherence to the OneClient Service Delivery Standards and Common Assessment Process Training. Other innovative products include: Information Sharing Agreements, Principles for the Protection of Personal Information, Professional Development for agency staff, the London-Middlesex Immigrant Employment Council, the Rapid Response Process (to meet Adjustment Committee and Action Centre needs in respect to company layoffs), Privacy Officers and Job Developers Networks, and Links2Work.on.ca (our region's online employment and training information portal). These initiatives are consistently monitored and evaluated for continuous improvement, and results, benefits, and evaluation outcomes are shared with ESCLM members, community partners, and government partners.

Community projects/partnerships with which we are key partners and which we can leverage as key beneficial resources include: HireOneLondon.ca (City of London), Labour Market Information Knowledge System (LEDC), Employer One Survey (Elgin, Middlesex, Oxford Workforce Planning & Development Board), Integrating Literacy and Employment Project, London-Middlesex Local Immigration Partnership, Child and Youth Network, Employer One Survey Project, Middlesex County - United Way Needs Assessment Project, Centre for LifeLong Learning Adult Learner Counselling Pathway Project, Middlesex Workforce Development Committee, Workplace Literacy Project, Local Labour Market Plans among others.

To further our efforts regionally and provincially and provide an integrated and coordinated approach to community and economic development opportunities we also work closely with: London Economic Development Corporation (LEDC), Elgin Middlesex Oxford Workforce Planning and Development Board, Human Resource Professionals London and District (HRPLD), Literacy Link South Central, Ontario Network of Employment Skills Training Projects (ONESTEP), the Ontario Alliance of Career Development Professionals (OACDP), Partners in

Employment (PIE), Literacy Link South Central (LLSC), London-Middlesex Immigrant Employment Council (LMIEC).

WIL Employment Connections is the formal sponsor of ESCLM. ESCLM is an unincorporated body, and has remained so to realize efficiencies in managing activities and to reduce overhead, e.g., economies of scale for connectivity to the internet, sharing of space, etc. WIL has an exceptional foundation as a sponsoring agency of local projects and province-wide collaborations. WIL boasts excellent financial management and record keeping for WIL Counselling and Training for Employment, the Employment and Learning Resources Corporation, The WIL Skill Centre, Clothing Works and SkillsInternational.ca.

### **c) Monitoring and Evaluation**

ESCLM regularly evaluates our programs for effectiveness. ESCLM's projects include our new OneClient system (an evaluation/certification system for Employment Service Providers) that has recently been piloted in 4 communities in Ontario. ESCLM agencies adopted 'web tracker' which shared client information across the ESCLM network to improve referral processes, case management, client service provision and outcomes. ESCLM's Steering Committee meets monthly and is comprised of management from Employment Service providers who provide feedback on projects and performance.

Many of our projects have been funded repeatedly for subsequent phases based on successful outcomes. For marketing purposes we track website visits and the quantities of printed resources requested from members and partners. ESCLM also administers a successful Common Assessment Process Training program that includes a Trainer and Course Evaluation component. ESCLM regularly reviews and revises strategic and business plans to ensure we are meeting the ever-changing needs of labour markets. All ESCLM initiatives are consistently monitored and evaluated for continuous improvement, and results, benefits, and evaluation outcomes are shared with ESCLM members, community partners, and government partners.

### **d) Financial Diligence**

ESCLM's formal sponsor, WIL Employment Connections regularly exceeds funding/outcome requirements, boasts excellent financial management and record keeping for WIL Counselling and Training for Employment, the Employment and Learning Resources Corporation, The WIL Skill Centre, Clothing Works and SkillsInternational.ca. WIL's track record is well documented with MCI as a result of both past and current Bridge Training projects - including the Access Centre for Regulated Employment, the LMIEC Employer Leadership Strategy, the Mentorship for Newcomer Success Program. All reporting requirements for these projects have been consistent in their timely completion and accuracy. Project-specific evaluations (containing both quantitative and qualitative measures) for past and present MCI Bridge Training projects are on file with the Ministry and are also available upon request.

As well, WIL has managed funds, on behalf of the ESCLM, received from Service Canada, MTCU, the Trillium Foundation, the Corporation of the City of London, and the London Economic Development Corporation. All funds are distributed to ESCLM projects by motions of the ESCLM Steering Committee. WIL reviews and has approved all development, tracking, and reporting on outcome and performance measures undertaken by ESCLM.

#### 4) Conclusions

ESCLM’s Job Developers Network (JDN) comprises Job Developers and Employer Liaison professionals from across London’s public and nonprofit organizations. While we are a new ESCLM initiative, we have already effectively and efficiently worked to build a framework to seamlessly and directly connect employers with the best job seeker candidates through:

- Provision of free and expert job placement and matching services
- Workplace placement, experience, and training services and supports
- Accessing government funding and financing programs for employers and job seekers
- Education about job development resources and opportunities available in our region
- Building relationships between our region’s employer demands and our workforce supply.

Our members have recently formed the JDN because we recognize the benefits of taking a collective approach to workforce development initiatives. We believe our network represents a unique and innovative sector-wide collaboration: a key community resource for ensuring job seekers enter our workforce with the skills that employers require to meet their needs.

The ESCLM JDN is committed to contributing to London’s Investment and Economic Prosperity Committee goals of a prosperous City, and we trust that we offer valuable perspectives and significant expertise. As critical “interveners” between job seekers and employers, we have are well-placed to identify and overcome the systemic barriers faced by both job seekers and employers seeking the best hires. A significant part of our work involves developing best practices and streamlined supports for encouraging employers to hire from our diverse local talent pool.

We look forward to hearing of the progress of this Proposal and initiative and trust that you will recognize both the value of this project to the employer community and London job seekers, as well as the value we can bring collectively with regards to this and other London workforce development initiatives

#### **5. DUE DILIGENCE CHECKLIST FOR SHORTLISTING PURPOSES**

##### **1. Initial Review**

Detailed request of what city is being asked to contribute	Yes, as detailed in Section 2.
Economic spinoffs summary	Yes, as detailed in Section 2c.
Does it meet 25-75 funding criteria	Yes, leveraging investment detailed in Section 2b.
Does not require “bonusing”	N/A
Proponent justifies investment risk of project	Yes as detailed in Section 2d.

##### **2. Financial Due Diligence**

Receipt of bank reference letters for last 5 years	WIL is a registered charity and Sponsor for ESCLM. WIL by-laws
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	and letters patent are provided.
Last 5 years of financial statements and management review letters	Yes. Provided by WIL.
Document support for how project to be financed	N/A
Financial intermediation highly confident letters re: ability to finance	N/A
Copies of letters patent (for private companies)	Yes, as provided by WIL.

### 3. Managerial Due Diligence

Proponents organization chart and key person bios	Yes. WIL organizational chart is provided.  Carol Stewart has been Project Manager, ESCLM since 2007. She has received graduate degrees from Brandon University and Western University. She coordinates the labour market and employment policy and planning interests of more than 40 Members of ESCLM and is a leadership committee member several London and Middlesex County community projects and initiatives.
List of previous projects developed and managed	Yes, as detailed in Section 3b.
Signed agreement for City to communicate with clients, suppliers and financial stakeholders	No agreement has been presented to the organization to sign, but will be executed upon presentation.
Are proposed timelines reasonable?	Yes. ESCLM is seeking City funds to hire a Part-Time staff person for 2 years, in which time the Job Developers Network will be established and opportunities for self-sustainability will be identified.
Review of proponents internal due diligence procedures	Yes. Established tracking, monitoring, reporting and third-party evaluation protocols are in place.

### 4. Evaluation of Economic Spin-offs

Evaluation of direct economic benefits of project	Yes, as detailed in Section 2.
Analysis of multiplier effects	Yes, as detailed in Section 2.
Is proponent funded "fairness report" required	N/A
Preparation of terms of reference for "fairness report"	N/A

## 5. Legal Review and Conditions

Review of agreements by City Solicitor's Office	There is no established agreement for review at this time.
Development of written agreement of times for proponent to complete project	The proponents would be pleased to execute a written agreement of times for project completion upon negotiation of a funding agreement with the City of London.
Is performance bond required?	N/A

## Appendix A: ESCLM Membership List

Association Canadienne-Francaise de l'Ontario (ACFO) London-Sarnia  
ATN Access Inc.  
Canadian Hearing Society  
Centre for Lifelong Learning, London District Catholic School Board  
City of London  
Collège Boréal  
Community Living London  
Community Employment Choices (Strathroy)  
Daya Counselling Centre  
Dorchester Employment Resource Centre  
Elgin, Middlesex, Oxford Workforce Planning and Development Board  
Employment & Training Access Centre  
Fanshawe College  
G.A. Wheable Centre for Adult Education, Thames Valley District School Board  
Goodwill Industries, Ontario Great Lakes  
Hutton House Association for Adults with Disabilities  
Labourers' International Union of North America, Local 1059  
LEADS Employment Services London, Inc.  
Literacy Link South Central  
Literacy London  
London Cross Cultural Learner Centre  
London Economic Development Corporation  
London Employment Help Centre  
London Military Family Resource Centre  
London Public Library  
London Training Centre  
LUSO Community Services  
Middlesex County Library  
Ministry of Community and Social Services  
Ministry of Training, Colleges & Universities  
Nokee Kwe Occupational Skills Development Inc.  
North Middlesex Multi-Service Centre  
Oneida Nation of the Thames  
Ontario Ministry of Agriculture, Food and Rural Affairs Ontario March of Dimes  
Over 55 (London) Inc.  
Pathways Skill Development & Placement Centre  
Service Canada  
Small Business Centre  
Strathroy Library Employment Resource Centre  
United Way of London and Middlesex  
WIL Employment Connections  
WOTCH Community Mental Health Services  
Youth Opportunities Unlimited

## Appendix B: ESCLM Job Developers Network Members

Dan Catunto, March of Dimes  
Nadine Chin-Lalonde, Collège Boréal  
Zeina Choucair, WIL Employment Connections  
Gord Fansher, Hutton House  
Claudette Faulkner, Pathways Skills Development  
John Farrell, Pathways Skills Development  
Sandy Firman, Pathways  
Glenn Granger, WOTCH Community Mental Health Services  
Marlene Graydon, Community Living London  
Grace Johnson, London Employment Help Centre  
Trish Joris, March of Dimes  
Karen Kloibhofer, Fanshawe College, Community Employment Services  
Kristina Le Claire, WIL Employment Connections  
Yvonne Lindsay, Community Living London  
Bonnie Macklin, WIL Employment Connections  
Jan Maguire, Fanshawe College, Employment Service Elgin  
Heather Maiorana, Goodwill Industries  
Paula Massiah, Nokee Kwe  
Tiffany Pringle-Austin, Youth Opportunities Unlimited  
Linda Pollard, London Employment Help Centre  
Nancy Priestley, WOTCH Community Mental Health Services  
Cathy Sommers, WIL Employment Connections  
Marg Smith, Leads Employment Services  
Carol Stewart, ESCLM  
Mike Stuart, Community Living London  
Rob Thompson, Community Employment Choices, Strathroy  
Maria Torres, London Employment Help Centre  
Wayne Warmington, London Training Centre  
Susie Webster, Community Employment Choices, Strathroy  
Bob Wendt, Pathways Skills Development  
Jillian Winters, WOTCH Community Mental Health Services  
Bonnie Williams, Daya Counselling Centre

## Appendix C: ESCLM Steering Committee Members

Bill Pigram, CO-Chair, *Community Employment Choices*  
Anne Langille, Co-Chair, *WIL Employment Connections*  
Bonnie Williams, *Daya Counselling*  
Deb Armstrong, *Nokee Kwe*  
Lise Béland, *Collège Boréal*  
Jerry Colwell, *Pathways Skills Development*  
David Corke, *London Training Centre*  
Tom Crouch, *London Employment Help Centre*  
John Griffiths, *Goodwill Career Centre*  
Tamara Kaattari, *Literacy Link South Central*  
Katherine Krakowski, *Youth Opportunities Unlimited*  
Darlene O'Neill, *Community Employment Services-Fanshawe*  
Steve Pellarin, *Small Business Centre*

### *Ex officio* Members:

Elisabeth White, *City of London*  
Kim Godin, *City of London*  
Elaine Sauve, *Ontario Ministry of Community and Social Services*  
Mark Harrison, *Ontario Ministry of Training, Colleges and Universities*  
Catherine Upfold, *Ontario Ministry of Training, Colleges and Universities*

## Appendix D: Letters of Support for ESCLM's Job Developers Network and its Members



701-380 Wellington Street, London, Ontario, Canada N6A 5B5  
T 519.661.4545 TF 800.327.2428 F 519.661.5331  
www.ledc.com

Carol Stewart  
Project Manager  
Employment Sector Council London-Middlesex  
141 Dundas Street, 4th Floor, London ON N6A 1G3  
13 November, 2012

### **RE: Enhanced Support for the Job Developer Network**

Dear Carol,

We are writing to express our appreciation for and support of the Employment Sector Council London-Middlesex's (Council) coordination of the job development services of its members. While many funding programs can have the effect of stimulating competition between agencies, the Council has developed an effective collective approach that harnesses the efforts of its agencies for the benefit of local employers and jobseekers.

With 97 percent of London's employers having 0-49 employees, many do not have the ability to interact with multiple agency contacts and can benefit from a cohesive, full service approach from their contact which has the support of a broad network. We understand that the Council has identified the need to further enhance the coordination and promotion of this integrated approach to London employers and requires additional resources to do so.

We are pleased to support this proposal and also thank the Council and its members for your ongoing efforts to promote the hire one London campaign and your efforts to continue to develop the employer and jobseeker resources the website contains,

Sincerely,

A handwritten signature in black ink that reads "Peter White".

Peter White  
President and CEO  
cc. Robert Collins, Director, Workforce Development

Come for Business. **Stay for Life.**

Social | CAPITAL  
PARTNERS

To whom it may concern,

Social Capital Partners is pleased to provide this letter of support for ESCLM in their proposal to hire part-time support staff for their Job Developers Network. We see the true value this role will bring to the well-developed, collaborative and successful ESCLM team.

Social Capital Partners (SCP) is a privately financed non-profit organization founded in 2001 with the purpose of finding better ways to provide meaningful job opportunities to people who face barriers to employment such as new immigrants, aboriginals, single mothers, at-risk youth and people with disabilities. We have facilitated, in partnership with a multitude of community agency partners, the placement of more than a 1000 individuals into social enterprises, small owner-operated businesses and large corporations. Our working relationship with ESCLM has specifically been centred around the hiring of individuals for our Franchisees located in the London area.

One important realization from our work with employers and community agencies is that if the employment and training system, represented by our local community agencies, is going to engage employers effectively current services provided need to be dramatically improved. Services provided must be easy and efficient for employers to navigate. We believe that ESCLM's collaborative approach is very innovative and the support they provide to both employers and their community agency partners very progressive. The job developer network ESCLM has formed is an excellent vehicle in both building employer engagement capacity within the CSA's and ensuring that the widest group of jobseekers are made aware of potential job opportunities. Their employer account management model with its' one single point of contact addresses the service expectations of employers and by sharing job leads employers are presented with the best quality candidates available. Employers are looking for an efficient and effective process and ESCLM is providing precisely that.

Please feel free to contact us directly should you have any questions or require further detail.

Regards,



Judy Doidge

Senior Manager, Partnership Development



November 14, 2012

City of London Council  
London Ontario

Dear City of London Council and Staff

Please accept this letter as a clear indication of the support from Community Employment Services (CES) Fanshawe to the request for funding submitted by the Employment Sector Council London Middlesex (ESCLM). The ESCLM, which is unique to London, is a valued and respected entity for collaboration, cooperation and communication amongst the various employment service delivery agents in our city.

The recent inception of the Job Developers Network (JDN) has added immense value to the citizens we serve. The network works together to ensure employers are provided a seamless service when seeking the best candidates for vacancies. They have demonstrated the value of building community connections when helping the unemployed and under employed find sustainable and meaningful employment opportunities.

CES Fanshawe is proud to fully support the funding request put forward by ESCLM to hire a staff person dedicated to supporting the Job Developers Network. We are honored to be members of this dynamic partnership aimed at helping our community. The Job Developers Network (a product of the ESCLM) is a shining example of a group dedicated to contributing to a healthy, vibrant and prosperous London.

Best regards,

Darlene O'Neill  
Manager

Career, Co-op and Community Employment Services Fanshawe  
1001 Fanshawe College Boulevard  
London, ON N5Y 5R6

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**London Campus**  
1001 Fanshawe College Boulevard  
P.O. Box 7005  
London, Ontario  
N5Y 5R6  
Tel: 519-452-4430

**James N. Allan Campus**  
634 Ireland Road, P.O. Box 10  
Simcoe, Ontario  
N3Y 4K8  
Tel: 519-426-8260  
Fax: 519-428-3112

**St. Thomas/Elgin Campus**  
120 Bill Martyn Parkway  
St. Thomas, Ontario  
N5R 6A7  
Tel: 519-633-2030  
Fax: 519-633-0043

**Woodstock Campus**  
369 Finkle Street  
Woodstock, Ontario  
N4V 1A3  
Tel: 519-421-0144  
Fax: 519-539-3870

**Livingston Centre**  
90 Tillson Avenue  
Tillsonburg, Ontario  
N4G 3A1  
Tel: 519-842-9000  
Fax: 519-842-6398



November 14, 2012

To Whom It May Concern

As Director of Client Services of Pathways Skill Development & Placement Centre, I am happy to write in support of the Job Developer Network created through the Employment Sector Council of London Middlesex. The Job Developer Network has strengthened, and continues to strengthen, the collaborative efforts of Community Agencies to provide the best service to clients.

The JD Network creates connection in place of competition, and puts the needs of unemployed Londoners first and foremost into focus. It has provided a means of maintaining collaboration and community even in the midst of a transformation in funding that tended toward fragmentation. Whether funding is from MTCU, The City of London, or the Federal Government, the job developers' task remains the same: to create relationships with employers that open opportunities for clients, while applying incentive dollars in ways that are fair, non-competitive and progressive. The Job Developer network has shown itself to be integral to the accomplishment of this goal.

The work of the Job Developer Network could be significantly extended and supported through the hiring of a support staff person who can act as ambassador and marketing coordinator for the Network with area employers. This investment will bring great returns for employers and, even more significantly, for unemployed Londoners who rely on the agencies represented for assistance in returning to meaningful employment. I recommend and urge the support of this Network in any way possible.

Regards,

Jerry Colwell  
Director of Client Services

210 Dundas Street, 2nd Floor, London, Ontario N6A 5J3  
Phone: (519) 667-7795 Fax: (519) 667-2256

Email: [enquiries@pathways.on.ca](mailto:enquiries@pathways.on.ca)  
[www.pathways.on.ca](http://www.pathways.on.ca)

# Community EMPLOYMENT choices

November 14, 2012

Dear City of London Council and Staff,

I am writing this letter in support of hiring an individual to coordinate the Job Developers Network, which is an initiative of the Employment Sector Council of London Middlesex.

As a result of the transition of Employment Ontario Service providers into full service agencies it was necessary for some partners to hire job developers to work with local businesses. As an organization dedicated to a collaborative approach within our member agencies ESCLM volunteered to work with both experienced and new job developers to facilitate cooperation, training and consistency in service delivery. The initiative has been successful and the Job Developer Network has become a valuable and integral part of the overall high quality service standards in our community.

This is another reminder of the unique service ESCLM provides to its members and the entire community. Using a collaborative approach, the Council has developed valuable supports and products. Two of the most notable examples are the Common Assessment Process and Rapid Response teams which provide essential supports to service providers and Employment Action Centre's.

In my opinion, an individual to co-ordinate the continued development of Job Developers Network is a logical and important next step.

Sincerely,



Bill Pigram

Manager



Quad County  
Support Services

Dorchester Glencoe Lucan Parkhill Strathroy  
T: 519-245-4500 F: 519-245-4507 Toll Free: 1-888-478-2111  
[www.communityemploymentchoices.ca](http://www.communityemploymentchoices.ca)  
16B Second St., Strathroy, ON N7G 3H8

EMPLOYMENT  
ONTARIO

November 14, 2012

**RE: LETTER OF SUPPORT FOR ESCLM FUNDING PROPOSAL**

Dear City of London Council and Staff

Community Living London wishes to acknowledge the dedicated work provided by the Employment Sector Council of London-Middlesex (ESCLM). ESCLM provides unique value added services and supports, such as the *Job Developers Network*, to the London area by building connections to the business community and employers to promote meaningful employment. All quality services provided by ESCLM are provided at no charge to the city, its residents, and its employer community.

Community Living London is pleased to acknowledge our support of ESCLM's funding proposal to hire a dedicated part-time support staff for the *Job Developers Network*. This dedicated support staff will enable the ESCLM-*Job Developers Network* to broaden the scope and depth of their education, marketing, and outreach services provided within the London-Middlesex area; thereby, making it possible for the *Job Developers Network* to respond to the increasing number of requests for assistance that provide opportunities for all people to meet the changing labour market needs in our community.

Regards,

*Cheryl Massa*

Cheryl Massa, Supervisor  
Employment Services  
Community Living London  
379 Dundas Street  
London, ON N6B 1V5  
(519) 673-5600 ext. 103

190 Adelaide Street South, London, Ontario N5Z 3L1

A Member of United Way of London & Middlesex  
Tel: (519) 686-3000 Fax: (519) 686-5490  
Website: <http://www.cl.on.ca>



Attention:

The City of London Council and staff,

Re: The Job Developer Network proposal for funding

Nokee Kwe is pleased to provide a letter of support for the Job Developer's Network proposal to the City of London to: hire a support person to assist this organization, and in turn, the not-for-profit employment and training sector within the community of London.

With increased economic challenges in our community it is more important than ever that: employers are aware of supports that are there to help them maintain and grow their business (i.e. "Hire One" initiative), and related agencies work collaboratively to effectively and efficiently serve our community with its employment and educational needs.

The Job Developer Network is a valuable resource in areas of: developing and delivering collaborative employment and career events, promoting agency services to employers, identifying gaps and overlaps in service delivery, creating and building best practices for job developers and their respective agencies to work in partnership.

Nokee Kwe, funded by Employment Ontario, has been serving London for over 30 years. We provide: vocational testing and assessment, educational assessment, career planning and counseling, skills based training, e-learning, employer HR functions/supports, training incentive funding to eligible employers, free job postings to a large network, an apprenticeship specialist, computer training facilities, and a fully accessible, walk-in information and resource centre (including Mac), and is the only agency in the London area delivering programs to Natives (culturally based) and non-Natives.

At Nokee Kwe we believe that access to collaborative networks and best practices improves not only the organization, but the many people in the community in which they serve.

Paula Massiah  
Job Developer  
Career Directions @ Nokee Kwe  
Suite 104-1069 Wellington Rd.S  
London, Ontario N6E 2H6  
Tel: (519) 667-7088  
Fax: (519) 667-4872  
[www.nokeekwe.ca](http://www.nokeekwe.ca)



November 14, 2012

Re: letter of support for ESCLM request for funding to support a part-time support staff person for the Job Developers Network.

To Whom it May Concern:

As a full suite provider of Employment Ontario services, London Training Centre is tasked with the challenge of connecting with and engaging both job seekers and employers. The work of supporting job seekers in the current labour market is challenging. At the same time, employers need to make effective hiring decisions that enhance performance of their operations.

For those employers clear and concise communication around those hiring choices are crucial.

Unique to London, the collaborative Job Development (JD) supports and service provided by the ESCLM representing the coordinated involvement of all members involved in JD, delivers that concise communication London employers need. This single point of access to a well-trained and motivated workforce is both invaluable and cost effective for local businesses.

Key to the success of this initiative will be the coordination and support of the JD network will be the roll of the part-time staff requested.

We earnestly hope you will consider this funding request an investment that supports both job seekers and local businesses.

Sincerely,

David Corke  
Executive Director  
London Training Centre

Jeve's Pet Care  
19-550 Ridout St. N.  
London, ON  
N6A 2 R1

To: Wayne Warmington  
Employment Specialist  
London Training Centre  
110-317 Adelaide St S.  
London ON

November 14, 2012

To Whom This May Concern:

Jeve's Pet Care would like to thank London Training Centre and their staff. We deeply appreciate all the support and guidance we have received from them. They have helped us a lot as a small business to train staff members and retain staff. Without their support we may have not been successful. Training staff takes hours and some staff members don't last. Without their support we would have not been able to keep training new employees and have our business grow.

Wayne Warmington- Employment Specialist has been there whenever we needed him. We like to thank him and all the staff at London Training Centre.

Thank you,  
Jeve's Pet Care

November 14<sup>th</sup>, 2012

Dear City of London Council and Staff:

Hutton House has been providing employment services to people with disabilities for many years and is proud to be associated with the Employment Sector Council London Middlesex (ESCLM) serving clients in the Employment and Training Sector. ESCLM has provided a framework for a coordinated and collaborative approach to the needs of the people that we serve. It has been very effective in developing a cooperative approach between service providers and has put the focus on developing best practices and common assessment. The ESCLM is unique to London and continues to provide high quality, value added services and supports to our community.

Build relationships and connections with the business community is key and it is the Job Developers that provide this valuable link. The Job Developers Network is the next step in continuing to provide a collaborative approach to placing clients in meaningful employment in our community. In order to be successful and meet the needs of the ESCLM constituency and the Job Developer's Network, there needs to be a staff dedicated to the promotion and education of the business community as to the value of working with the Job Developer's Network. Working together is of mutual benefit and will lead to enhanced opportunities for the population we serve.

Hutton House fully supports the request for the funding of a part-time support staff position for the Job Developer's Network.

Yours truly,



Marilyn Neufeld  
Executive Director

Access Voluntarism • Adult Education • ARTworks • Day Break • Employment Services  
Fitness & Healthy Living • Hutton House Gift Shop • LIFEworks • Pottery Studio  
[www.huttonhouse.com](http://www.huttonhouse.com)

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Head Office: 654 Wonderland Rd. N. London ON N6H 3E5 Phone: 519-472-6381 Fax: 519-472-1051  
Hutton House Learning Centre: Cherryhill Village Mall 301 Oxford St. W. London ON N6H 1S6 Phone: 519-472-1541 Fax: 519-472-3411  
Day Break: 140 Ann St. London ON N6A 1R3 Phone: 519-433-1441 Fax: 519-433-1160

November 14<sup>th</sup>, 2012

To whom it may concern:

This letter has been written to indicate a very positive and professional relationship that is maintained with both Hutton House and Stinson Security Services Limited. I have had the pleasure to work with Hutton House for the past 5 years. During this time period we have employed a number of valuable team members that were referred to us by Hutton House. I have worked with a couple of Job Developer's from Hutton House during that time period and have found this to be beneficial in finding the right employee for Stinson Security. I have found the training and retention supports that these Job Developer's have provided as beneficial in the success of our new hires and in meeting our needs as an employer.

Sincerely,

Paul A. Roberts  
Operations Manager  
STINSON SECURITY SERVICES LIMITED



November 14, 2012

Dear City of London Council and Staff:

As Executive Director of ATN Access for Person's with Disabilities Inc. (ATN), it is my pleasure to provide this letter of support for the Employment Sector Council London-Middlesex (ESCLM).

ATN is a non-profit organization which provides employment and training assistance to adults with disabilities and employment or educational barriers. We have been ESCLM members since its inception. The Job Development Network can be an important tool for agencies which provide employment supports to job seekers in and around the city of London.

ESCLM is a highly valued and respected association. Its collaborative approach, information sharing via the weekly newsletter, and the many other services it provides to agencies and employers are highly beneficial to our local labour market. The addition of a staff person to support and assist in the development of the network will mean that these services will be available to even more agencies and employers, and make a substantial positive impact on the organization and the community.

If you have any questions or require further information, I can be reached by telephone at 519-433-7950, or by emailing [vicki@atn.on.ca](mailto:vicki@atn.on.ca).

Sincerely,

A handwritten signature in black ink that reads 'Vicki Mayer'.

Vicki Mayer  
Executive Director

Dear City of London Council Staff

Bud Gowan Formal Wear has been working with the Goodwill Career Centre since April 2011. During that time the Goodwill Career Centre has helped with our hiring needs at our downtown London stores and has been a valuable resource in making hiring decisions easier and more cost effective.

To date Bud Gowan Formal Wear has hosted seven paid placements. Out of that, we are happy to note that five of those turned into permanent employment opportunities.

The relationship and support we have through working with the Goodwill Career Centre has given us the confidence to rely on them as a hiring source and we will continue this partnership going forward.

Regards,

Debbie Walters  
Store Manager



**Nurse Next Door™**  
home care services

Rebecca Doyle  
1970 Rollingacres Drive  
London, ON, N5X0A8  
April 30, 2012

Christine Lush  
Employment Solutions Consultant  
Goodwill Industries  
255 Horton St  
London, ON N6B1L1

Dear Christine,

Nurse Next Door has successfully used Goodwill's services on a varied level over the last year. Our organization requires a continuous intake of qualified applicants who match our core values. We have received several great referrals and hired applicants through Goodwill.

The Goodwill Career Centre has also provided a link between the Parkinson's Society of Southwestern Ontario, Nurse Next Door and community care givers allowing for the facilitation of the Parkinson's Education Program.

Additionally our message of Nurse Next Door's core values has been promoted through the use of the facility to applicants and employees of Goodwill. We also provide our applicants with information about the Goodwill Career Centre at each of our interviews. This has provided all of our applicants with more resources and options to use in their job search.

While a financial incentive was originally offered for any candidates hired through Goodwill, we feel the partnership as it currently exists is an excellent arrangement which requires no further compensation.

We would like to thank you for your support and we look forward to a continued relationship with Goodwill.

Our Talent is Caring,

Rebecca Doyle, RN  
Director

**Nurse Next Door Home Care Services London**  
1970 Rollingacres Drive, London, ON N5X 0A8  
london@nursenextdoor.com  
PH: 519 859 5070  
FAX: 519 204 0423